

#### Northern Trust Corporation

#### William L. Morrison

Executive Vice President & Chief Financial Officer

# Morgan Stanley Financials Conference

The New York Palace Hotel

New York, New York

February 2, 2011





## Forward Looking Statement

those indicated by these statements because the realization of those results is subject to many expectations, and refer to estimates or use similar terms. Actual results could differ materially from changes in accounting policies, standards and interpretations) on Northern Trust's business and any extraordinary events and various other matters (including developments with respect to expenditures and technology spending, anticipated tax benefits and expenses, and the effects of outlook, changes in securities market prices, credit quality including reserve levels, planned capital development plans, risk management policies, anticipated expense levels and projected profit results. These statements speak of Northern Trust's plans, goals, targets, strategies, beliefs, and litigation, other contingent liabilities and obligations, and regulation involving Northern Trust and trends, strategic initiatives, re-engineering and outsourcing activities, new business results and improvements, business prospects and positioning with respect to market, demographic and pricing This presentation may include forward-looking statements such as statements that relate to risks and uncertainties Northern Trust's financial goals, capital adequacy, dividend policy, expansion and business

any continuing accuracy of the information provided in this presentation after today that could cause actual results to differ, and you are urged to read them. Northern Trust disclaims Our 2009 annual report and periodic reports to the SEC contain information about specific factors







## **Northern Trust Corporation**

## ☑ Excellent Strategic Positioning

- Personal Financial Services
- Corporate & Institutional Services
- Northern Trust Global Investments
- ▼ Financial Positioning





# Client Centric, Highly Focused Business Model

management and asset servicing for institutional and personal clients. Founded in 1889, Northern Trust Corporation is a global leader in asset

#### Personal Financial Services:

Leading advisor to affluent market

- \$154 billion AUM
- ■\$370 billion AUC

#### Corporate & Institutional Services:

Leading global custodian

- \$3.7 trillion AUC
- \$489 billion AUM

### Northern Trust Global Investments:

Leading asset manager for personal & institutional clients

\$644 billion AUM

#### Operations & Technology:

Integrated global operating platform

- Serving personal and institutional clients
- \$1.3 billion in technology spending, 2007-2009

Asset
Servicing
\$4.1T Assets
Under Custody
Asset
Management
\$644B Assets
Under Mgmt.

Integrated Operations & Technology Platform



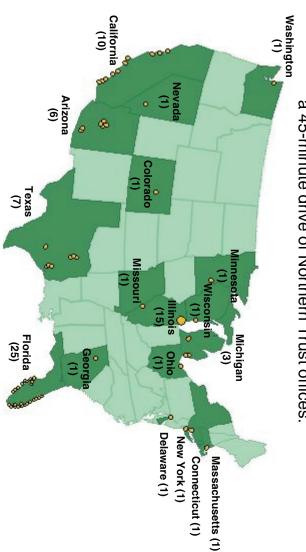




# Personal Financial Services Extensive Reach in the Affluent Market

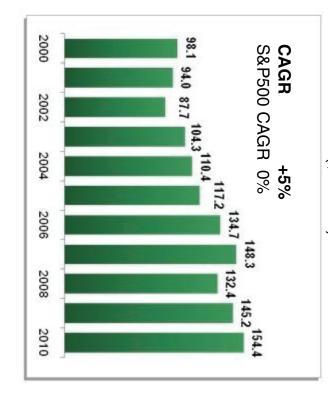
## **Network of PFS Offices in 18 States**

Over 50% of the U.S. millionaire market resides within a 45-minute drive of Northern Trust offices.



## **PFS Assets Under Management**

(\$ Billions)



#### Investing in the Business:

- Making strategic hires around the country
- Acquisition of Los Angeles-based Waterline Partners
- Continuing to augment our investment capabilities
- Expanding to Washington D.C. in 2011
- Evaluating international expansion opportunities



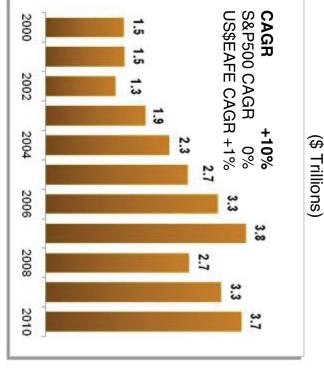


## Corporate & Institutional Services Positioned Globally for Growth

#### Strategically Positioned in Three Dynamic Regions



#### C&IS Assets Under Custody



#### Investing in the Business:

- Growing our Global Fund Services business
- Building relationships with sovereign wealth funds and financial institutions
- Expanding the breadth of capabilities offered to clients
- Continuing to enhance our technology platform to provide innovative solutions
- Converted our Beijing office to a full service licensed branch

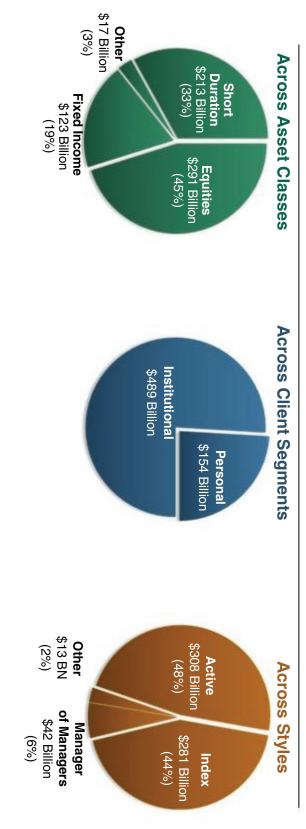




## Northern Trust Global Investments Client Focused, Diversified Investment Manager

## Assets Under Management: \$643.6 Billion

#### A Diversified Asset Manager



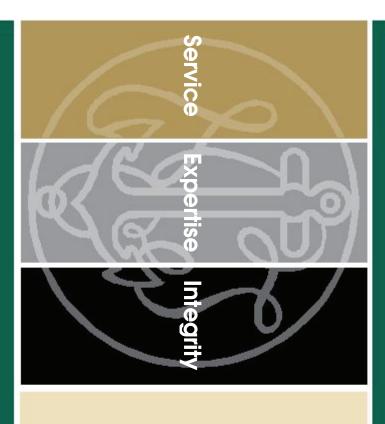
#### Investing in the Business:

- Focusing on international growth through strategic hires and product development
- Building exchange-traded fund products
- Expanding alternative investment capabilities
- Driving revenue growth through direct sales of our core capabilities

As of December 31, 2010



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## **Financial Positioning**



## 2010 Financial Performance



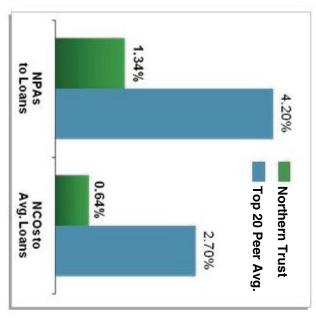
<sup>\*</sup>Northern Trust is providing operating results, which exclude Visa related adjustments, in order to provide a clearer indication of the results and trends in Northern Trust's core businesses.



# Consistently Strong and Conservative Balance Sheet

#### Diversified, High Quality Loan Portfolio

- Relationship-based lending practices
- Consistent and conservative underwriting standards
- Loan quality is notably better than peer averages



#### High Quality, Short Duration Securities Portfolio

- 85% of Northern Trust's total securities portfolio composed of triple-A rated securities
- 88% of Asset-Backed Securities rated triple-A
- Exposure to subprime
  Asset-Backed securities
  relative to the overall
  portfolio minimal at ~1%
- The securities portfolio is in a net unrealized gain position





## **Outstanding Capital Strength**

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Basel I Capital Ratios	12/31/09	12/31	Capitalized" 12/31/10 Guideline
Tier 1 Capital	13.4%	13.6%	6.0%
Total Risk-Based	15.8%	15.7%	10.0%
Tier 1 Common Equity	12.8%	13.1%	
Tier 1 Capital		\$7.0bn	
Risk-weighted Assets	<b>0</b> ,	\$51.4bn	

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\$6.4bn \$51.2bn	12.5%	14.6%	12.5%	Pro-forma 12/31/10
- Trust preferred - OCI adjustments - Credit risk + Operational risk	7.0%	10.5%	8.5%	rma Basel III* Proposed Guideline

Current period capital ratios are preliminary until finalized in the 2010 Annual Report.

in 2019. The ultimate impact of the new capital standards on Northern Trust will depend on a number of factors, including further changes to the Basel III methodologies and the rulemaking and implementation by the U.S. banking represent the minimum capital requirements, inclusive of the capital conservation buffer, currently proposed to be effective the oversight body of the Basel Committee as Northern Trust currently understands them. The proposed guidelines \*Pro-forma Basel III ratios represent Northern Trust's estimates calculated using the current methodologies provided by regulators. Therefore, these estimates are subject to change.





## **Concluding Thoughts**





## Strategically Positioned for Growth

## Market Leader in Focused Businesses

- Largest Personal Trust provider in the United States
- Best Private Bank in North America (Financial Times, November 2010 and 2009)
- Best Global Investor Services House (Euromoney, July 2010)
- One of the largest Fund Administrators in Ireland and Guernsey
- 11<sup>th</sup> largest manager of worldwide institutional assets (*Pensions & Investments*, May 2010)

## Strong History of Organic Growth

- Assets Under Custody CAGR of 10% 2000 2010
- Net new business up 28% in 2010 versus prior year
- Continuing to invest in the business

#### Distinctive Financial Strength

- 85% of securities portfolio rated triple A
- ■NPAs to loans relatively low at 1.34%
- Tier 1 Common Equity ratio of 13.1%
- 96% of total Tier 1 Capital is Tier 1 Common Equity

## Invested & Experienced Management Team

Combined service at Northern Trust of 189 years



## PRINCIPLES THAT ENDURE



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**Questions?** 

